

FORCE PACKAGING



IP-4200

Afghanistan Terrorist School

HUMAN
BOMB
CLASS

Pay attention,
because I'm only
going to do this
once, ok?



Comedy
G

Overview

- UTCs
- UTC Development/Maintenance
- Force Modules



Unit Type Code (UTC)

DEFINITION :

**A predefined,
standardized grouping of
manpower and / or
equipment to provide a
specific capability.**



UTC

COMPONENTS :

- **UNIT TYPE CODE (UTC)**
- **TITLE**
- **MISSION CAPABILITY STATEMENT (MISCAP)**
- **MANPOWER FORCE ELEMENT LIST (MFEL)**
- **LOGISTICS DETAIL (LOGDET)**



UNIT TYPE CODE (UTC)

An aerial photograph of several military aircraft in flight over a desert. In the upper right, a large transport aircraft (likely a C-17 Globemaster III) is visible. Below it and to the left are several fighter jets, including F-16 Fighting Falcons and F-35 Lightning II stealth fighters. The aircraft are flying in a loose formation over a vast, arid, brown landscape under a clear blue sky.

- **FIVE - CHARACTER**
- **ALPHANUMERIC**
- **PRIMARY IDENTIFICATION**

3BACC

UFBJB XSMA2

HEAB1

7FVVN

9AAH1

HGHAD

JFAFE

HHZ26

4F9D5

7E1A3

XSMA3

3FKM3

UFBK1

JFBHH

PFJED

PFMAJ

XWADV

HGHAH

6KTAG

HFUE1

QFEBC

4F9EA

7FVVD

4F9FU

3SSM4

6AASF

CTJPC

XFBE3

4F9FW

UFBB1

FFGK2

QFEB1

TITLE



SECONDARY IDENTIFICATION

STANDARD (AVIATION)

31 CHARACTER

DESCRIBES PACKAGE

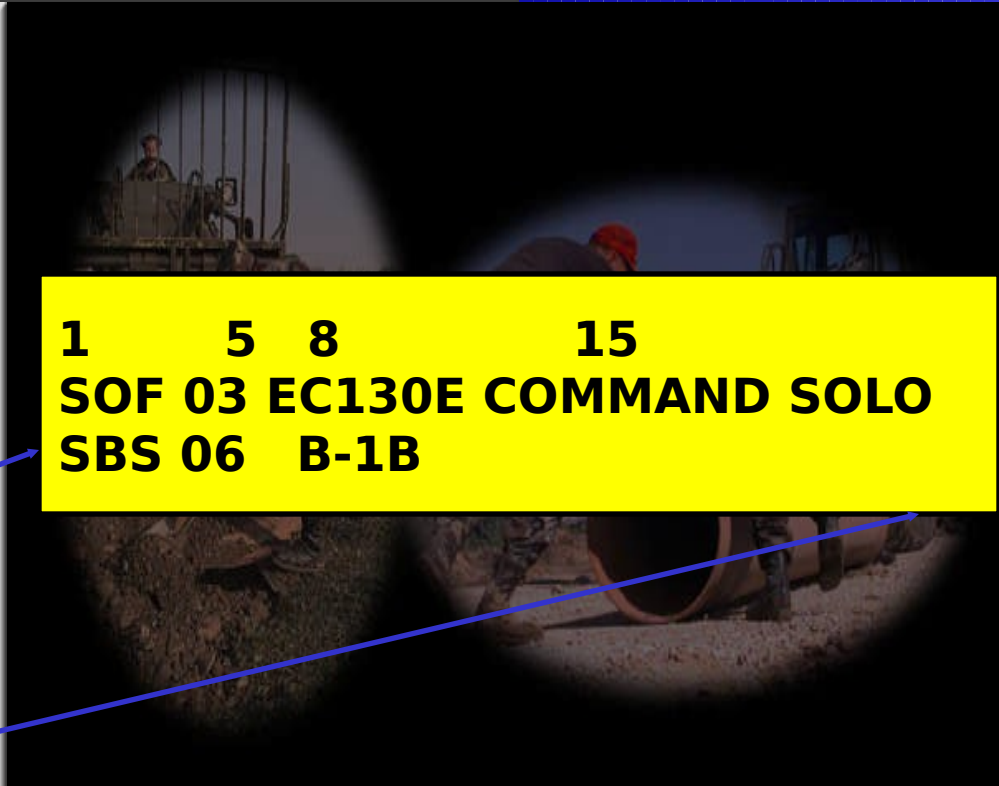
4	Blank
---	-------

<u>COLUMNS:</u>	1	5	27	31
	HQS WING STAFF (LEAD)			
	MMS 06 B 52H			VDEP
	POL 02 PMU-27 PUMPS 50 GPM			

<u>COLUMN</u>	<u>DESCRIPTION</u>
1-3	Force type (i.e., "ARS") See Table 7.26, AFM 10-401 vol 1
4	Blank
5-6	Primary Aircraft Authorization (PAA) (right justified, zero filled)
7	Blank
8	Modified mission prefix (blank if not used)
9	Basic mission
10-12	Design number (right justified, blank filled)
13	Design series (blank if not used)
14	Blank
15-26	Freeform force description
27	"G" (if a Guard-unique capability)
28	"V" (if a Reserve-unique capability)
29-31	"DEP" (if readiness spares package status is dependent)

COLUMNS: 1 5 8 15 27 31

SOF 03 EC130E COMMAND SOLO



1 5 8 15
SOF 03 EC130E COMMAND SOLO
SBS 06 B-1B

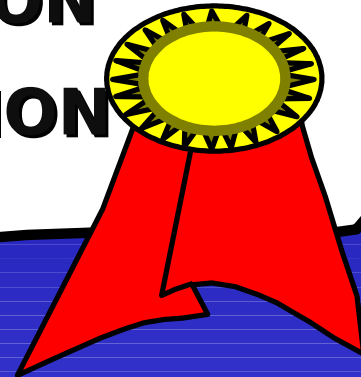
RESP CMD
ACC

UTC	TITLE	OFF	AMN	CIV	TOTAL
4F9EA	CES PRIME BEEF TEAM A	4	51	0	

Mission Capability Statement

(MISCAP)

- MISSION**
- WORKLOAD**
- FUNCTIONS**
- BASING**
- AUGMENTATION**
- CLASSIFICATION**



RESP CMD
ACC

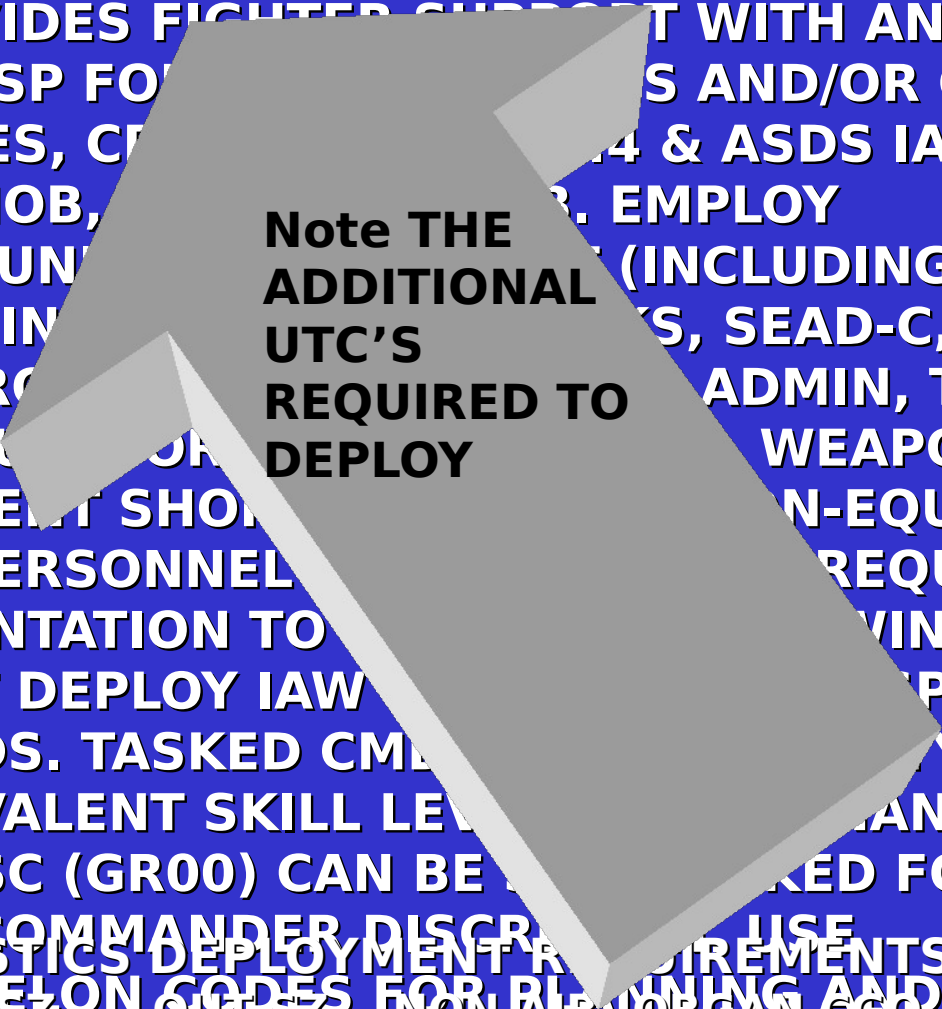
UTC	TITLE	OFF	AMN	CIV	TOTAL
4F9EA	CES PRIME BEEF TEAM A	4	51	0	

UNCLASSIFIED

*** * * MISCAP STATEMENT * * ***

ENGINEER FORCE TO SUPPORT MISSIONS (INCLUDING RECOVERY) AT CONTINGENCY OPERATING LOCATIONS. PROVIDES INITIAL BEDDOWN SUPPORT AT BARE BASE AND FORWARD OPERATING LOCATIONS OR FOLLOW-ON SUSTAINMENT SUPPORT FOR SMALLER-SCALE CONTINGENCIES AND PROVIDES ENGINEER SUPPORT FOR OTHER MAJOR THEATER WAR MISSIONS AT CONTINGENCY OPERATING LOCATIONS, AERIAL PORTS, EN ROUTE BASES, OR CRITICAL STATESIDE BASES. WHEN COMBINED WITH TWO 4F9EP, PROVIDES INITIAL BEDDOWN FOR UP TO 1200 PERSONNEL AND A LEAD AVIATION SQUADRON USING EXPEDIENT OR EXISTING FACILITIES AS WELL AS SUSTAINMENT SUPPORT OF FACILITIES AND UTILITIES. PROVIDES COMMAND AND CONTROL. INDIVIDUAL PROTECTIVE/ MOBILITY EQUIPMENT AND CLOTHING, CONSOLIDATED TOOL KITS, TEAM KIT AND EQUIPMENT ARE REQUIRED. BOS REQUIRED. 32E3X POSITIONS CAN BE FILLED BY 32E3 OFFICERS HOLDING ANY SPECIALTY SUFFIX.

AVIATION:3FKAA; ILM:HFAM7; MMS:HGHA5; FTBU:HFBZP.
JEIM: HFAHF PROVIDES FIGHTER SUPPORT WITH AN
 INDEPENDENT MRSP FOR S AND/OR GENERAL
 WAR. SORTIE RATES, C 4 & ASDS IAW WMP5.
 DEPLOYABLE TO MOB, EMPLOY
 CONVENTIONAL MUN (INCLUDING PGMS
 LISTED ON UCML) IN OCA-A, AND DCA R
 AIRCREWS, LIFE SUPPORT, WEAPONS
 LOADING, ARMAMENT SHOR N-EQUIPT
 MAINT, & AFETS PERSONNEL REQUIRES
 CORE UTC AUGMENTATION TO
 STRUCTURE. ACFT DEPLOY IAW PLAN
 W/ECM & HTS PODS. TASKED CME
 SUBSTITUTE EQUIVALENT SKILL LEVEL
 AFSCS. AFETS AFSC (GR00) CAN BE
 DEPLOYMENT AT COMMANDER DISCRETION
 DEPLOYMENT SCHEDULE CODES FOR PLANNING AND
 EXECUTION.



**Note THE
 ADDITIONAL
 UTC'S
 REQUIRED TO
 DEPLOY**

**** LOGISTICS DEPLOYMENT REQUIREMENTS ****							****
DEPLOYMENT BULK OVERSZ		OUT-SZ		NON-AIR ORGAN CGO		TOTAL	
SHORT TONS	125.1	90.0	0.00	0.00	0.00		215.1
MEAS TONS	025.0	400.0	0.00	0.00	0.00		1325.0
SQUARE FT	1993.0	3213.0	0.00	0.00	0.00		5206.0

RESP CMD

ACC

UTC TITLE

OFF AMN CIV TOT

UTC	TITLE	OFF	AMN	CIV	TOT
4F	PROVIDES INITIAL BEDDOWN SUPPORT AT BARE BASE AND FORWARD OPERATING LOCATIONS OR FOLLOW-ON SUSTAINMENT SUPPORT FOR SMALLER-SCALE CONTINGENCIES AND PROVIDES ENGINEER SUPPORT FOR OTHER MAJOR THEATER WAR MISSIONS AT CONTINGENCY OPERATING LOCATIONS, AERIAL PORTS, EN ROUTE BASES, OR CRITICAL STATESIDE BASES.			0	

EN
CC
SU
FO
CO
TI
AER
COMB
1200 PERSONS
OR EXISTING FAC
FACILITIES AND UTIL
INDIVIDUAL PROTECTIVE,
CONSOLIDATED TOOL KITS,
BOS REQUIRED. 32E3X POSITIONS CAN BE FILLED BY 32E3 OFFICERS HOLDING ANY SPECIALTY SUFFIX.

**RESP CMD
ACC**

UTC

TITLE

OFF

AMN

CIV

TOTAL

4F9EP	0
WHEN COMBINED WITH TWO 4F9EP,	
PROVIDES INITIAL BEDDOWN FOR UP TO	
1200 PERSONNEL AND A LEAD AVIATION	
SQUADRON USING EXPEDIENT OR EXISTING	
FACILITIES AS WELL AS SUSTAINMENT	
SUPPORT OF FACILITIES AND UTILITIES.	
FOR MAJOR	
THEATER WAR M	
LOCATIONS,	
AERIAL PORTS, EN R	
SIDE BASES. WHEN	
COMBINED WITH TWO 4F9EP, PROVIDES INITIAL BEDDOWN FOR UP TO	
1200 PERSONNEL AND A LEAD AVIATION SQUADRON USING EXPEDIENT	
OR EXISTING FACILITIES AS WELL AS SUSTAINMENT SUPPORT OF	
FACILITIES AND UTILITIES. PROVIDES COMMAND AND CONTROL.	
INDIVIDUAL PROTECTIVE/ MOBILITY EQUIPMENT AND CLOTHING,	
CONSOLIDATED TOOL KITS, TEAM KIT AND EQUIPMENT ARE REQUIRED.	
BOS REQUIRED. 32E3X POSITIONS CAN BE FILLED BY 32E3 OFFICERS	
HOLDING ANY SPECIALTY SUFFIX.	

RESP CMD

ACC

UTC

TITLE

OFF

AMN

CIV

TOTAL

4F9

0

UN

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CON

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FOR

CON

THE

AER

COM

1200

OR

FACILITIES

INDIVIDUAL

CONSOLIDATED

BOS

HOLDING

PROVIDES COMMAND AND CONTROL. INDIVIDUAL PROTECTIVE/ MOBILITY EQUIPMENT AND CLOTHING, CONSOLIDATED TOOL KITS, TEAM KIT AND EQUIPMENT ARE REQUIRED. BOS REQUIRED. 32E3X POSITIONS CAN BE FILLED BY 32E3 OFFICERS HOLDING ANY SPECIALTY SUFFIX.

OR

EN

DI

OF

CONTROL.

CLOTHING,

MENT ARE

REQUIRED.

32E3

POS

BY

Manpower Detail

MANPOWER FORCE ELEMENT LIST (MFEL)

- FUNCTIONAL ACCOUNT CODE**
- AIR FORCE SPECIALTY CODE (AFSC)**
- OFFICER GRADE**
- QUANTITY**





4F9EA

CES PRIME BEEF TEAM A

STRENGTH - OFF 004 AMN 51 CIV 000 TOTAL 55

FAC FAC TITLE

POSITION TITLE AFSC GRADE QUANTITY

4420 ENGR/ENVIR PLNG

CE OFF CIVIL ENGR 32EX 03 1

APR ENGR ASST MGR3E5X1 1

ENGR ASST TECH 3E5X1 1

FUNCTION TOTAL 3

Equipment Detail

LOGISTICS DETAIL (LOGDET)

- **DESCRIPTION**

National Stock Number (NSN)

- **QUANTITY**

- **MOVEMENT CHARACTERISTICS**

- **Weight**

- **Size**



UTC

1

UTC

RESP CMD/FM

2

TITLE

4F9E

AMC / DEMR

CES PRIME BEEF TEAM A

UNCLASSIFIED

** MISSION / CAPABILITIES **

ENGINEER FORCE TO SUPPORT MISSIONS (INCLUDING RECOVERY) AT CONTINGENCY OPERATING LOCATIONS. PROVIDES INITIAL BEDDOWN SUPPORT AT BARE BASE AND FORWARD OPERATING LOCATIONS OF FOLLOW-ON SUSTAINMENT SUPPORT FOR SMALLER-SCALE CONTINGENCIES. PROVIDES ENGINEER SUPPORT FOR OTHER MAJOR THEATER WAR MISSIONS AT CONTINGENCY OPERATING LOCATIONS, AERIAL PORTS, EN ROUTE BASES, OR CRITICAL STATESIDE BASES. WHEN COMBINED WITH TWO 4F9EP, PROVIDES INITIAL BEDDOWN FOR UP TO 1200 PERSONNEL AND A LEAD AVIATION SQUADRON USING EXPEDIENT OR EXISTING FACILITIES AS WELL AS SUSTAINMENT SUPPORT OF FACILITIES AND UTILITIES. PROVIDES COMMAND AND CONTROL. INDIVIDUAL PROTECTIVE/ MOBILITY EQUIPMENT AND CLOTHING, CONSOLIDATED TOOL KITS, TEAM KIT AND EQUIPMENT ARE REQUIRED. BOS REQUIRED. 32E3X POSITIONS CAN BE FILLED BY 32E3 OFFICERS HOLDING ANY SPECIALTY SUFFIX. STRENGTH

OFF 004

AMN 51

CIV 000

TOTAL 55

FAC	FAC TITLE	AFSC	GRADE	QUANTITY
4420	ENGR/ENGR	3SXX	03	1
	APR ENGR ASST MGR	3SXXX		2
	FUNCTION TOTAL			3

DESCRIPTION

National Stock Number (NSN)

QUANTITY

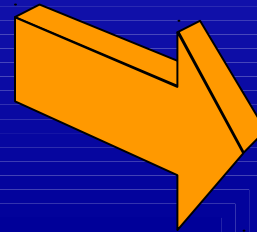
MOVEMENT CHARACTERISTICS

Weight
Size



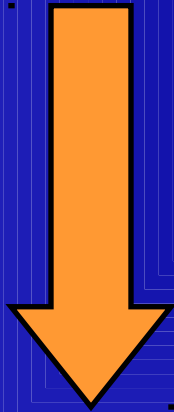
UTC Management

- **ACCOMPLISHED IN DCAPEs**
 - Standardize
 - Identify requirements
 - Communicate requirements
- **PLANNING SUPPORT**
 - Operations Plans/Orders
 - Readiness reporting



DCAPES

Increment 1, Mar 0



SIPR: <https://www.anmcc.nmcc.smil.mil/~dr101rlb/afmrf1.html>

NIPR: <https://www.afmia.randolph.af.mil/> **Click on Wartime Readiness**

UTC Management


File Edit Configure Launch Tools Help					
Preferences		Release Notes		Close	
Sys Info		View Errors		View Logs	
USER ID: annette		UNCLASSIFIED		SCREEN ID: DLW001	
Active Profile: G_ALL_DCAPES		DB Server: falcon			
OPLAN: 99T02 ...					
Analysis	AFT				
Ad Hoc Queries	DQT		AFQTU		AFQTC
UTC Management	Register		Maintain		Reports
System Services	UAM		TU		TEI
	MonProc		DBSelect		DTU
Reference Files	GEO		GSORTS		TUCHA
	MEFPAK		PAS		TUDET
					AFSC

5 OPLANs retrieved

UTC Registration

File Edit Options Utilities Reports Tools										Help
USER ID: annette				UNCLASSIFIED			SCREEN ID: UTM111			
* Request ID	Action	UTC	Resp Cmd	Updated	Created	Status				
ACC-02-*152 ▼	ADD ▾	3FT00 ...	ACC ...	28-NOV-2002	28-NOV-2002	S				
DEPID	ULC	Appx Strength	Appx Stons	Min Org Pax	MISCAP Class					
1 ...	SQ ...	315	25	15	UNCLASSIFIED ▾					
Pilot Unit	Pilot Unit Phone	Rep UTC	PMAI	Missn Prfx	Missn Basic	Design Num	Design Ser			
0001FTRWG0000 ...	574-2424		15		F	22	A			
UTC Title										
1	2	3								
1234567890123456789012345678901	HQ FAM	HQ FAM Phone	Command FAM	Command FAM Phone						
FTR 15 F 22A DEMO	LX ...	703-695-1254	DOX ...	574-5876						
Force Type	The Text									
Mission Capability Statement										
THIS IS WHERE THE MISCAP CAN BE TYPED IN. OR, YOU CAN PASTE SOMETHING IN HERE FROM EITHER A WORD DOCUMENT OR YOU CAN PASTE DATA FROM A UTC SUMMARY SCREEN CONTAINED IN THE UTC MAINTENANCE SIDE.										
Rationale Justification		Impact Core UTCs		Cross Func Areas		Approval Data		Write Memo		
Apply		Cancel Changes		Publish Request		Approve Request		Close		
(121) You have SUBMITTED Request ACC-02-*152.										

UTC Reports

File Edit Configure Launch Tools						Help					
Preferences		Release Notes		Sys Info		View Errors		View Logs		Close	
USER ID: annette				UNCLASSIFIED				SCREEN ID: DLW001			
Active Profile: G_ALL_DCAPES						DB Server: falcon					
OPLAN: 99T02 ...											
Analysis		AFT									
Ad Hoc Queries		DQT		AFQTU		AFQTC					
UTC Management		Register		Maintain		Reports					
System Services		UAM		TU		TEI		DTU		PDU	
		MonProc		DBSelect							
Reference Files		GEO		GSORTS		TUCHA		TUDET		AFSC	
		MEFPAK		PAS		Codes					
5 OPLANs retrieved											

Summary Report

File		Edit		Configure		Launch		Tools		Help	
Preferences		View Logs		Close							
USER ID: annette				UNCLASSIFIED				SCREEN ID: UTR001			
Active Profile: G_ALL_DCAPES						DB Server: falcon					
<hr/>											
UTC Title Summary ...										Launch	
MEFPAK Summary Report										Launch	
MFE Listing Full ...										Launch	
MFE Listing without MISCAP ...										Launch	
Working-Standard MFE Comparison ...										Launch	
Multi-UTC MFE Comparison ...										Launch	
AFSC - FAC Extract ...										Launch	

MEFPAK SUMMARY REPORT

UTC				AUTH NO.		OVER-	OUT-	NON-AIR	TOA		
UTC	UNIT TYPE NAME			PILOT UNIT	PERS	PAX	BULK	SIZED	SIZED	TRANS	TOTAL
3FQDN	TFS 18 F 15C/D	DEP	000ACCM000	422	404	155	170.2	4.0	0.0		
329.3	0.0	329.3	1								
3FATA	TFS 18 F 117A		000ACCM000	422	404	155	9.1	67.0	0.0	0.0	
76.2	0.0	76.2	1								
3FQK1	TFS 24 F 15E		000ACCM000	422	404	155	12.3	25.1	0.0	0.0	
417.3	0.0	417.3	1								
3NCC1	TAS 12 C1		000ACCM000	422	404	155	12.3	25.1	0.0	0.0	
417.3	0.0	417.3	1								
4F9X1											
UTC				AUTH NO.		OVER-	OUT-	NAIR	TOA		
UTC	UNIT TYPE NAME			PILOT UNIT	PERS	PAX	BULK	SIZED	SIZED	TRANS	TOTAL
3FQDN	TFS 18 F 15C/D	DEP	000ACCM000	422	404	155	170.2	4.0	0.0		
329.3	0.0	329.3	1								

MERGES LOGFOR AND MANFOR DATA



MANFOR UPDATE

18 June 2003



[UTC Mission Capability Statements](#)(Excel)

[UTC Mission Capability Statements](#)(Word)

[UTC Manpower Details](#)

[Newly Registered UTCs](#)

[UTC Title Listings](#)

[DEPID CODE CHANGES](#)

[Additional Instructions for MANPER-B MANFOR Update](#)

[Canceled UTCs](#)

[Deleted UTCs](#)

[MEFPAK Transfers](#)

[UTC Title Changes](#)

[MEFPAK Summary](#)

**HOT
NEWS**

Due to file size the Mission Capability Statements, Manpower Detail, and MEFPAK Summary files are ZIP files.

Last Updated 18 June 2003. Contact AFMRF Webmaster AFMRF.org@pentagon.af.mil, AFMRF/XWB, DSN 988-3784 with question or comments for this or any of these linked pages.

UTC Development

A front-facing view of an F-35 fighter jet, showing its stealthy, angular design and canards. The aircraft is centered in the frame against a dark background.

DETERMINE NEED →

-NEW REQUIREMENT

- CHANGES

-- Mission

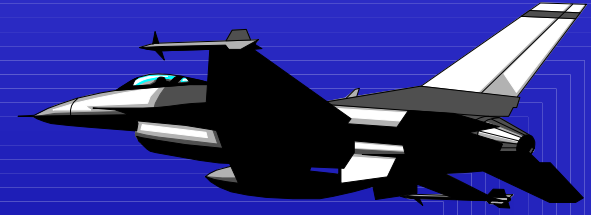
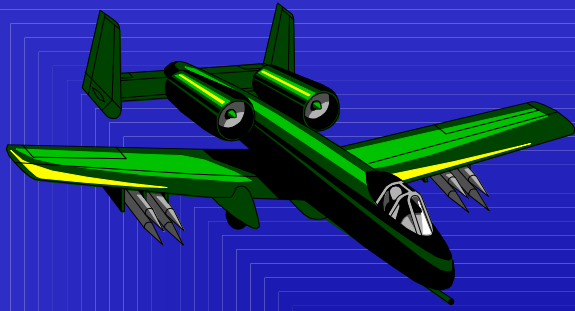
-- Equipment

Development Process



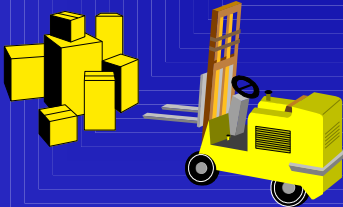
Development Process





Force Modules

- **DESCRIPTION**
- **PURPOSE**



Force Modules

DESCRIPTION :

- **PLANNING AND EXECUTION TOOL TO PROVIDE A MEANS OF LOGICALLY GROUPING RECORDS IN THE TPFDD TO FACILITATE PLANNING, ANALYSIS, AND MONITORING**
- **NORMALLY ONE SERVICE, BUT CAN BE JOINT.**



Force Packages

FUNCTIONAL MISSION CAPABILITIES :

AVIATION

MAINTENANCE

SUPPLY

SECURITY FORCES

COMMUNICATIONS

CIVIL ENGINEERING

SERVICES

TRANSPORTATION

PERSONNEL

COMPTROLLER

MEDICAL

FORCE MODULE

OVERALL OPERATIONS CAPABILITY

```
graph LR; subgraph Capabilities [FUNCTIONAL MISSION CAPABILITIES]; A[AVIATION]; B[MAINTENANCE]; C[SUPPLY]; D[SECURITY FORCES]; E[COMMUNICATIONS]; F[CIVIL ENGINEERING]; G[SERVICES]; H[TRANSPORTATION]; I[PERSONNEL]; J[COMPTROLLER]; K[MEDICAL]; end; Capabilities --> L[OVERALL OPERATIONS CAPABILITY];
```

The diagram illustrates the relationship between functional mission capabilities and overall operations capability. On the left, a list of eleven functional mission capabilities is enclosed in a white rectangular box. These capabilities are: AVIATION, MAINTENANCE, SUPPLY, SECURITY FORCES, COMMUNICATIONS, CIVIL ENGINEERING, SERVICES, TRANSPORTATION, PERSONNEL, COMPTROLLER, and MEDICAL. The first two, AVIATION and MAINTENANCE, are highlighted in yellow. A white arrow points from the right side of this box to the text 'OVERALL OPERATIONS CAPABILITY' on the right. Above this arrow, the text 'FORCE MODULE' is displayed in blue.

Force Modules

PURPOSE :

- EXPEDITE PLAN DEVELOPMENT**
- MODIFY EXISTING PLANS**
- ENSURE APPROPRIATE SUPPORT**

File Edit Utilities

Help

USER ID: whitney

UNCLASSIFIED

031933ZMAR1998

CLIENT: elwood

11 ULNs

OPLAN: 111LT

FMID: <All>

ULN	Unit Name & UIC	** OR **	UTC	ULC	F I C	S V C	P R V	COMP	PAX	STONS	MS	LAD	S S F	P I F	E R R	Nbr CCC
AA01	0015 USAF UIC FFA2B6		FFA2B6	3FATA	SQ	2	F	F	A	316	24.0	AK	N001	V		2
AA02	0015 USAF UIC FFA2B6		FFA2B6	3FATA	SQ	2	F	F	A	316	286.4	AK	C006	V		12
AAAA	0227AV01ATK HEL	101385L2001	WAAWAA	3F222	BDE	8	A	7	A	21	90.0	AK	C004			0
AAAB	ARMY UIC WA06AA		WA06AA	3FZ99	SQ	2	F	M	A	0	100100.0					2
AAAC	0227AV01ATK HEL	101385L2001	WAAWAA							34	90.2	AK	C006			4
ABCD	0227AV01ATK HEL	101385L2001	WAAWAA							34	36.4	AK	C006	V		7
BBB 01	0015 USAF UIC FFA2B6		FFA2B6							51	59.0	SE	C050			5
BBB3	0015 USAF U+IC FF.A2B6		FFA2B6							3508	11402.1	AK	N001			17
BBB5	0015 USAF UIC FFA2B6		FFA2B6							51	59.0	AK	N001			5
BBBB 01	0015 USAF UIC FFA2B6		FFA2B6	HATA	ELE	0	F	F	A	44	67.0	AK	C000		W	3



GROUP
ALL
THIS

ULN Details

Edit L3

Edit L4

Search

Sort

Close

JET Command:

JET: Force Module List

File

Options

Edit

Help

OPLAN: 90VSY RQMT: ▼ P N ◆ ULNs ◆ CINs ◆ PINs 161627ZSEP1998

◆ All FMIDs No Counts ◆ All FMIDs w/ Counts ◆ Rqmt Cntnd In FMIDs ◆ Rqmt Not In FMIDs 7 FMIDs

OPLAN: 90VSY ULN: The list of all available FMIDs (no ULN/CIN/PIN counts):

FMID	ULNs	CINs	PINs	Title
------	------	------	------	-------

9VS				JTF AND SECURITY
AAA				1ST CAVALRY DIVISION
AAH				82ND AB DIVISION(-)
AMM				ARMY ENGINEER ASSETS
GAA				USAF F15 (1 TFS) WITH PRIME BEEF TEAM
NA1				MARINE COMMAND ELEMENT (CE)
SSJ				CARRIER BATTLE GROUP



Create new FM with the ULN

Requery

Delete FM

FM Detail

Clear

Close

JET Command:

Summary

1. Know the definition of a UTC.

A UTC is a standardized grouping of manpower and/or equipment to provide a specific wartime capability

2. Know the main components of a UTC.

UTC, TITLE, MISCAP, MFEL, LOGDET

3. Identify the system that manages UTCs.

The DCAPES system is used to manage UTCs and provide standard descriptions to support contingency planning at all levels of command

Summary

4. Describe the benefits of Force Modules.

**Expedite development of a new TPFDD
Modification of an existing OPLAN
TPFDD (deliberate planning or
execution).**



QUESTIONS?



A dangerous toy. This toy is being made for the extreme priority the good looks. The little part which suffocates when the sharp part which gets hurt is swallowed is contained generously. Only the person who can take responsibility by itself is to play.

***“In war there is no
prize for runner-up.”***

Omar N. Bradley

